

*Efficient Service Provision in  
Ottawa County  
LFAD Summit – Oct. 6. 2017,  
Lansing Center*



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# Efficient Service Provision in Ottawa County



- ❖ History of frugality and finding ways to improve
- ❖ Service efficiency through collaboration
- ❖ LEAN and Innovation



# Collaboration: Coalitions of the Willing

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# Service Provision Collaboration

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- ❖ Part of the DNA of Ottawa County & West Michigan
- ❖ Many examples of collaborations abound in terms of use of Urban Cooperation Act, Intergovernmental Transfers of Services Act and other enabling legislation.
- ❖ Most of these agreements involve authorities for services such as libraries, water, sewer, recreation, transportation and fire.





# PRE-EVIP COLLABORATION



# Sheriff Office Contracts



- ❖ City of Hudsonville, City of Coopersville
- ❖ 14 of 17 townships
- ❖ all 9 school districts plus the ISD
- ❖ Specialized Services
  - E-Unit (Para-Medic and EMT level response)
  - School Resource Officers
  - Law Enforcement/Fire-Rescue Response Units
    - SWAP (Sentenced Work Abatement Program)
    - WEMET (West Michigan Enforcement Team)
    - Emergency Management services
    - HazMat/Technical Rescue partnership
- Marine Unit & Dive team (Search and Rescue)
- CRT (Critical Response Team)
- Reserve Unit and Mounted Reserves
- Forensics and specialized computer forensics unit
- K-9 Unit (Patrol and illegal substance detection)
- Cold Case Investigative Unit



# Elections



- ❖ Ottawa is the only County to own election equipment County wide
- ❖ Elections & training support
- ❖ Election machines, maintenance & support
- ❖ Programming for elections
- ❖ Election supplies purchase efficiencies
- ❖ Public Notices, all prepared by County, discounted
- ❖ Centralized payment of election workers and billing of services for school elections



# Purchasing



- ❖ Implemented Kent County Reverse Auction Purchasing System
- ❖ Assisted Ottawa CVT's With Implementation of Kent County Reverse Auction Purchasing System per their interest and capability
  - It works like watching bidding on E-Bay – but In reverse!
  - Results: savings of over 10% in commodities bid





# Ottawa County Insurance Authority (OCIA)

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- ❖ 1993 - Ottawa County used a State Law permitting two County level organizations to create it's own insurance company for property & casualty
- ❖ Partners: Ottawa County and the Ottawa County Building Authority
- ❖ 2017
  - \$40 million in fund balance
  - very broad coverage
- ❖ Ottawa makes all decisions regarding claims & lawsuits
- ❖ Keeps a lot of \$ in the community



# Planning



- ❖ The Planning & Performance Improvement Department provides training for new CVT planning commission and zoning board members



*Pay no attention to the  
man behind the screen*

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# Economic Vitality Incentive Program

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- ❖ Passage of the EVIP law in 2010 started new conversations about possibly sharing the back room functions, i.e. Administrative Infrastructure
- ❖ Ottawa County and local unit partner cities, townships and village have developed a number of win-win service sharing agreements since that time



# Never Waste a Good Crisis

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- ❖ Sometimes a poor economy can embolden good spending decisions because you have no choice
- ❖ EVIP + great recession = administrative infrastructure agreements





# Ottawa County Business Plan



Goal 4: To Continually Improve the County's Organization and Services.

Objective 4: Examine opportunities for increased cooperation and collaboration with local government and other partners.



OTTAWA COUNTY BOARD OF COMMISSIONERS  
*Strategic Plan and 2017 Business Plan*



# Three Rules Behind Collaborative Pilots

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- ❖ Does not cost more money total
- ❖ Saves someone money
- ❖ Maintains or improves service to citizens



# Assessing



## ❖ City of Grand Haven

- Faced with the Retirement of the majority of their staff
- Detailed analysis by Equalization, including file reviews, to determine service level and cost
- Base price per month/two-year 14-point review cost/expenses
- Saved Grand Haven over \$100,000, brought them into compliance with 14-point review

## ❖ Crockery Township also contracts for this service





# JOINT MTT TAX APPEAL - CITY OF ZEELAND



# Joint Defense Agreement

Tax Unit	Millage Descriptions	Millage Rates	% by Mills	Unit Share %
City of Zeeland	Zeeland City Operating	10.7854	20.29%	20.95%
	Zeeland City Library Debt	0.3500	0.66%	
County	County Allocated	3.6000	6.77%	8.20%
	County E-911 *	0.4400	0.83%	
	County Parks *	0.3165	0.60%	
Airport	Airport Authority	0.1000	0.19%	0.19%
Zeeland Schools	Zeeland School B&S	1.0000	1.88%	48.98%
	Zeeland School Debt	6.6300	12.48%	
	Zeeland School Operating	18.0000	33.87%	
	Zeeland School Rec	0.4000	0.75%	
ISD	Ottawa County ISD	5.5234	10.39%	10.39%
State	State Education Tax	6.0000	11.29%	11.29%
	Totals	53.1453	100.00%	100.00%



# State Participation



- ❖ Treasury agreed in principle
- ❖ Agreement could not be reached with Attorney General



# Results



- ❖ Original value = \$517 million
- ❖ Consumers Energy sought \$225 million reduction
- ❖ Settlement value = \$445 million
- ❖ Three year tax reduction sought by Consumers Energy = \$23.1 million
- ❖ Reduction realized = 11 million



# 2<sup>nd</sup> Joint MTT Tax Appeal – Port Sheldon Township



❖ This case is in the discovery stage





# FACILITIES



# Facilities



Preventative maintenance in general includes:

- ❖ Quarterly inspections
- ❖ Seasonal startups/shut-downs
- ❖ Lubrication
- ❖ Belts/filters
- ❖ Water treatments for chillers, etc.
- ❖ Priority repair service when needed





# Provided Facility Services to the City of Holland for Three Years



- ❖ Preventative maintenance services
- ❖ Larger City Buildings
- ❖ Reduced Holland expense
- ❖ Provided better service than private sector contractor had



# Financial Services



- ❖ Contract with Village of Spring Lake: provides Finance Director (Deputy Fiscal Services Director for Ottawa) four days per week
- ❖ Contract with Crockery Township: 1 day per week
- ❖ Each local government contracts for what matches their need and want





# SHERIFF: SL VILLAGE-CITY OF FERRYSBURG



# Results



- ❖ Ferrysburg's cost per capita in 2013 was \$175.87, 2016 it was \$136.85

## Public Safety

Since 2013, we have reduced our cost of providing police protection for residents and visitors while preserving quality performance.



# Results, cont...



- ❖ Spring Lake Village has saved over \$100,000 in cash
- ❖ Perhaps more importantly, Spring Lake Village has eliminated over \$600,000 in legacy expense





# IT Services



# Ottawa is the IT Department For...

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- ❖ City of Ferrysburg
- ❖ Village of Spring Lake
- ❖ Spring Lake Township
- ❖ Allendale Charter Township – Pending
- ❖ Park Township - Pending



Park Township



# IT Services, cont...



- ❖ Web hosting services for Spring Lake Township, Spring Lake Village and Grand Haven Township
- ❖ Online payment services for Spring Lake Township
- ❖ GIS Partner: 21 local units of government + Grand Rapids Water + Ottawa County Road Commission
- ❖ FOG-Net Collaborative: OAISD, Holland BPW, Grand Haven Public Schools
- ❖ Hosting for dog licensing application developed by WebTecs for Allegan and Jackson County
- ❖ Hosted Muskegon County web page until they developed their own



# Fog Net

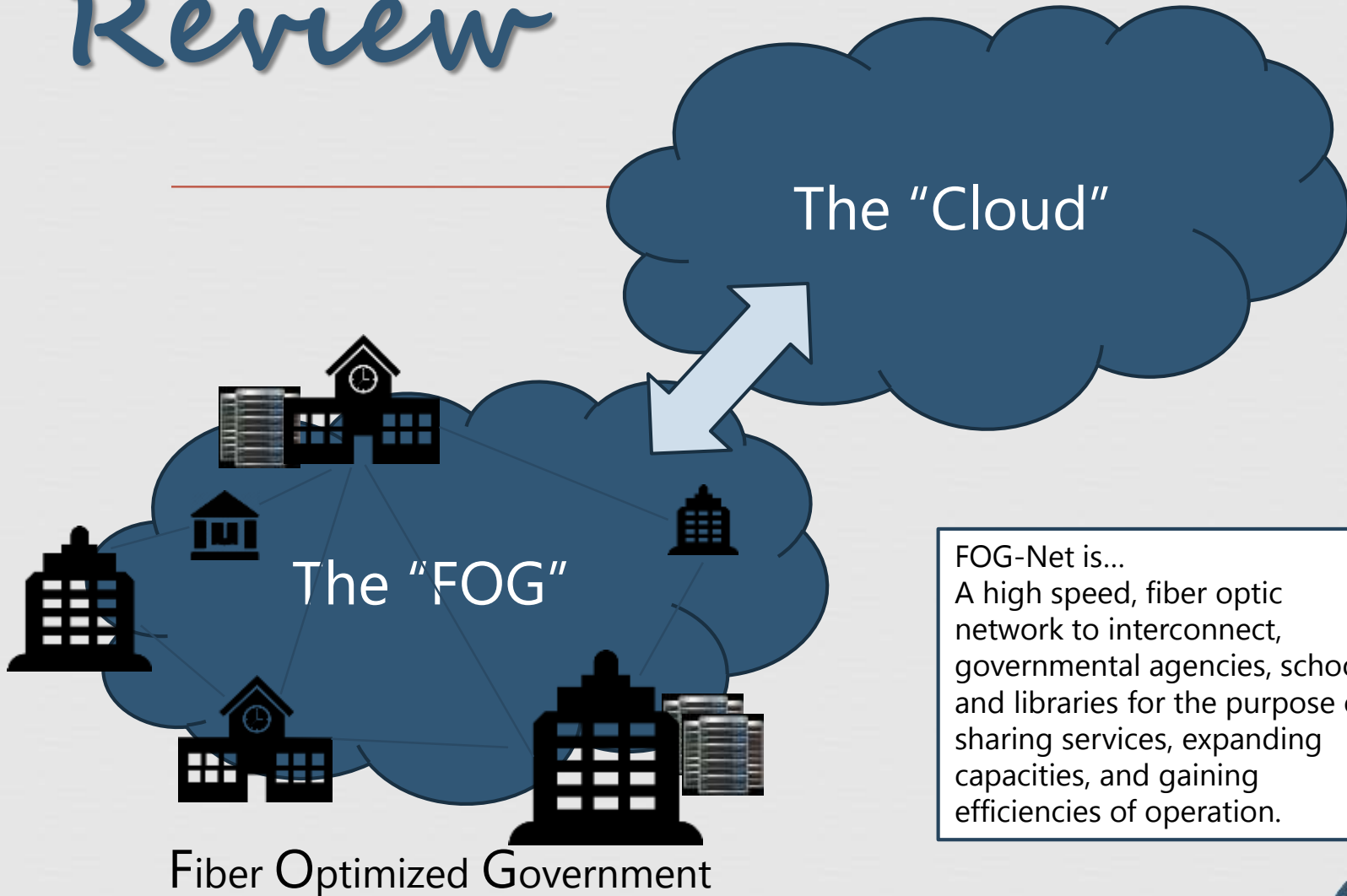


## ❖ Partners

- Ottawa County Intermediate School District
- Holland Board of Public Works
- Grand Haven Public Schools



# Review



FOG-Net is...  
A high speed, fiber optic network to interconnect, governmental agencies, schools, and libraries for the purpose of sharing services, expanding capacities, and gaining efficiencies of operation.



# Review



Fiber Optimized Government

## VOIP / Telephony Services

- Call controllers
- Access to telco providers

## Business Continuity / Disaster Recovery

- Redundant Paths/Services
- Off-site Backup
- Disaster Response Sites
- Critical Infrastructure CCTV Project

## Efficiencies

- P2P Data Transport
- Internet Service Provider Access
- Hoteling / Hosting Staff
- Data Center Optimization

## Other Services

- Shared Tech Support
- \_\_\_\_ as a Service
- Wireless Extension



# Ottawa GIS



## ❖ Partners

- 21 CVT's
- Grand Rapids Water System
- Ottawa County Road Commission

## ❖ Results

- Approximate 30% Savings vs Going Alone





# miOttawa.org



- ❖ 2016 (Initiated in 2006)
- ❖ Page Views = 4,185,618
- ❖ Page Downloads = 391,686
- ❖ Transactions = 64,286
- ❖ Total Revenue = \$1,988,158
- ❖ Convenience Fee Revenue = \$108,227



# miOttawa.org



Ottawa County has been ranked in the top ten of the Center for Digital Government/National Association of Counties Digital Counties Survey, 9 out of the past 10 years, in its relative population category (250,000 – 499,000).



# New System Development

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- ❖ We require vendors of new technology systems to include the capacity for Ottawa CVTs to join if they so desire and have the capacity to do
- ❖ This includes a reduced rate due to the infrastructure already being developed
- ❖ One example is GovDelivery



# GovDelivery



- ❖ Total subscribers to date: 26, 462
- ❖ Total communications sent in 2016: 643
- ❖ Total unique recipients in 2016: 584,260
- ❖ Total unique engaged recipients in 2016: 216,494



# Prosecutor's Office



- Contracts for Ordinance Enforcement Services with Georgetown Charter Township and the City of Coopersville



# HR Talent Development

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- ❖ The HR Department provides training and professional development classes to CVTs' Countywide
- ❖ 13 Classes available
- ❖ Examples Include:
  - Customer Service Excellence
  - Emotional Intelligence
  - Understanding Kolbe & DiSC
  - IT classes (Excel Pivot Tables, Excel Charts, Excel Database Features, Word Forms)



# Citizens Research Council of Michigan

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"Much could be gained by changing the thinking of counties from stand-alone entities to multi-purpose function providers for their local units. Strong county leadership will be needed to gear county services to benefit the local governments and let the local governments know that the county governments are amenable to working with them to achieve savings."

~Counties in Michigan: An Exercise in Regional Government, Citizens Research Council of Michigan





# Barriers to Collaboration

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- ❖ Employee protectionism
- ❖ Organizational hubris



# Lean – Toyota Kata



- ❖ Toyota Kata Method – helps project groups with incremental process improvement
- ❖ Kata are structured routines practiced deliberately, which leaves employees with new abilities
- ❖ Eliminating business process – work flow waste is a great response to declining revenue!



# Toyota Kata



- ❖ What is the target condition?
- ❖ What is the actual condition now?
- ❖ What obstacles do you think are preventing you from reaching the target condition?
- ❖ What is your next step (next experiment?)
- ❖ How quickly can we go and see what we have learned from that step?



# LEAN-KATA Results



- ❖ CMH Access Center used Kata for ANSA Assessment Tool Integration and for achieving efficiencies in the client phone screening process
- ❖ Public Health used Kata to combine the Family Planning and STD Departments while increasing new users in the clinic and maximizing State revenue; and the Maternal/Infant program standardized their documentation; and Children's Special Health Services successfully defined their current condition through process mapping & made positive changes to their data entry project



# KATA Results...



- ❖ Fiscal Services used Kata to streamline the audit process by 2 months time and  $\frac{3}{4}$  of one position
- ❖ Fiscal Services used Kata to create file management/storage standards through develop a documented implementation plan
  - This is being implemented Countywide as a best practice
- ❖ Fiscal Services also participated with the County Treasurers Office in process mapping to improve revenue management



# Innovation



- ❖ LEAN is a great method for incremental change
- ❖ Greater change is facilitated through development of innovation tools, innovator's playbook, facilitators guide



# IRMA the IMMIGRANT MOTHER



Age: 35

## FAMILY-FOCUSED

### ENGAGED IN HER LOCAL LATINO COMMUNITY

"Estoy buscando lugares donde mi familia se puede sentir cómodos."

"I'm looking for places where my large extended family can be comfortable."

TO IRMA, FAMILY RECREATION MEANS **LOW COST OPPORTUNITIES TO HOST LARGE EXTENDED FAMILY GATHERINGS.**

WITH PARKS AND RECREATION, OTTAWA COUNTY MEANS:

A welcoming, trusted partner in identifying similar opportunities year-round.

#### > DEMOGRAPHICS AND DESCRIPTORS

Mexican • speaks broken English • Female • High School Education  
Married • has lived in Ottawa County for less than a year • has 4 kids  
values family and church community • typically works 7am-3pm  
welcomes overtime • husband works in construction  
kids speak English • Michigan family ties • influenced by word of mouth

#### > THINGS THAT PREVENT IRMA FROM USING PARKS AND RECREATION ACTIVITIES

### USES PARKS, BUT LIMITED KNOWLEDGE OF ACTIVITIES



Irma has limited information about activities offered through parks and recreation, i.e.: no parks brochure, not surfing the county website. She likes the convenience of the park for hosting large get togethers, but is not taking advantage of other park programs that her family is likely to enjoy.

### ACTIVE IN COMMUNITY, BUT NETWORK IS UNAWARE



Though Irma is active in various social circles (family, friends, church), she is not connected to many people who are actively using park services or could recommend them to her.

### EASE OF ACCESS MAY BE A BARRIER



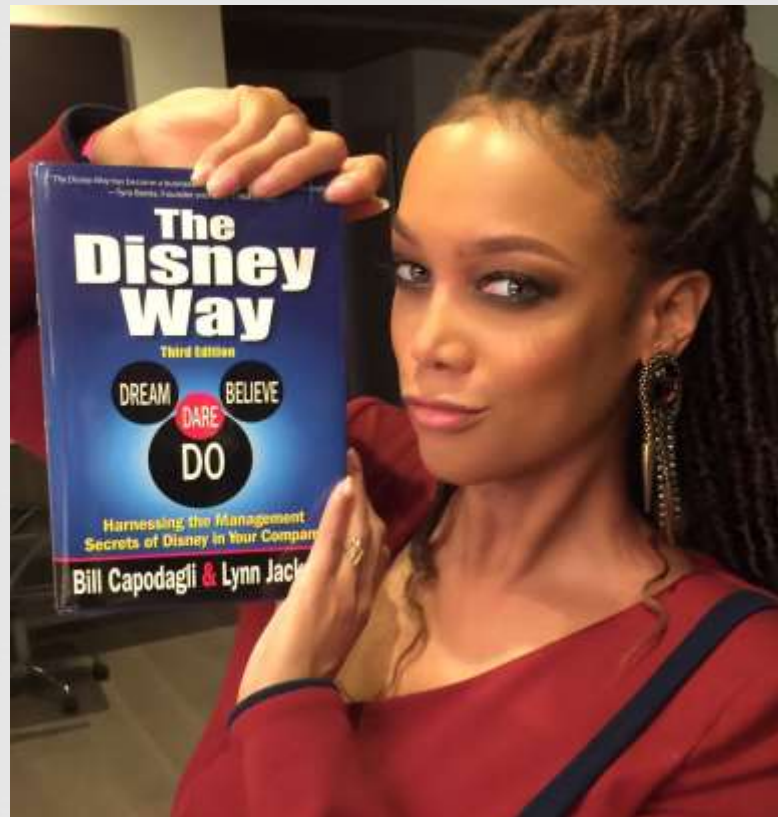
Irma is not likely to access information via the website and language barriers may present difficulties in obtaining information. She relies on word of mouth and family buy-in when making decisions.





# The Disney Way – Ch. #13 – Ottawa!

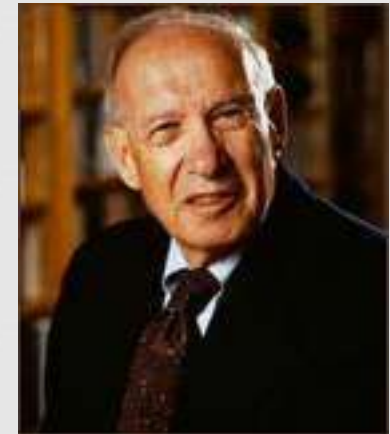
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# Culture Yesterday



**Culture eats strategy for  
breakfast  
~attributed to Peter Drucker**



# Culture Today



**Organizational culture eats strategy  
for breakfast, lunch and dinner**



**Culture**



**Strategy**



# Ottawa County Leads Moving Ottawa County to the next level...



## "The Four C's"

- ❖ Customer Service
- ❖ Culture
- ❖ Creativity
- ❖ Communication





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